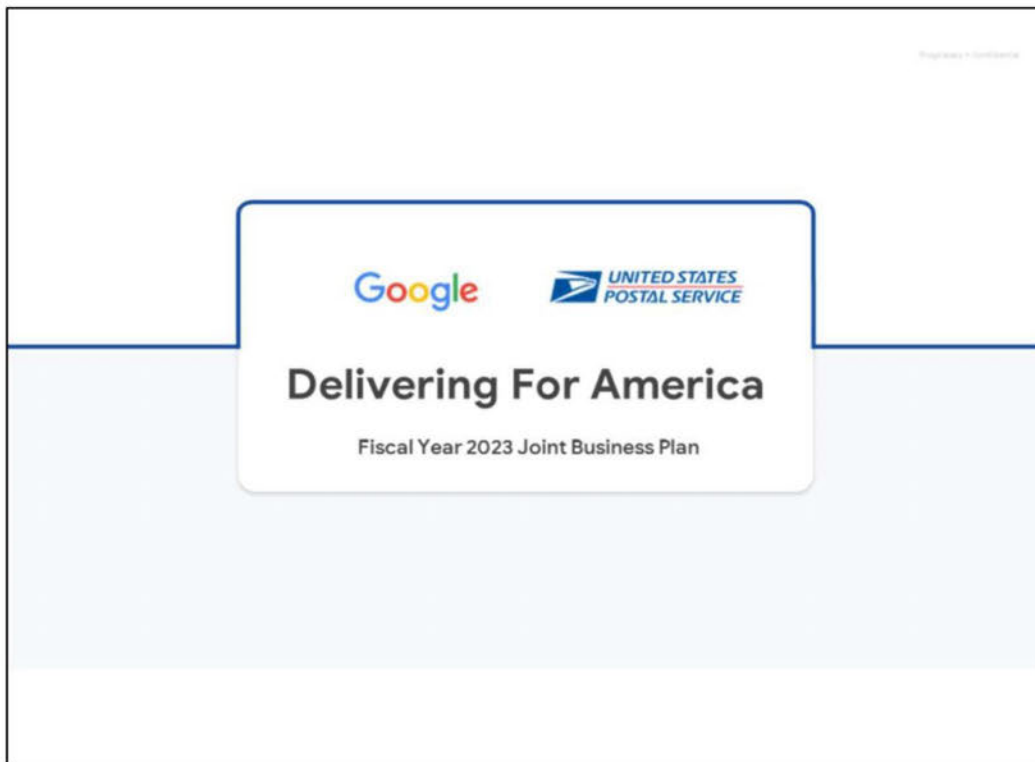


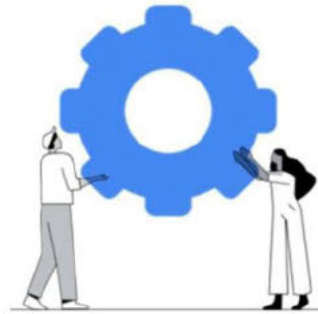
# **Plaintiffs' Exhibit 156**

## **(Redacted)**



# What is a Joint Business Plan?

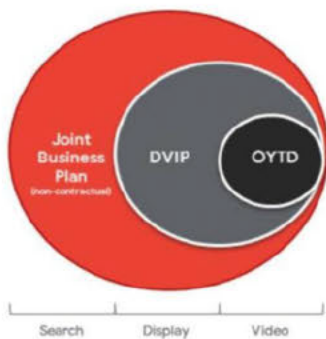
A non-binding plan between UM & Matterkind (on behalf of USPS) and Google where all parties allocate resources and work together to achieve ambitious, pre-defined, time bound and measurable business goals built around strategic imperatives for USPS' business success



**LEGAL DISCLAIMER**  
This Joint Business Plan (JBP) represents discussions between Google and Universal McCann on behalf of USPS with respect to potential future business collaborations. It does not constitute a legally binding obligation on any party. Any such discussions or interactions will be conducted with a view to compliance with applicable anti-trust laws. Implementation of activities contemplated by this JBP will be subject to the parties entering into written contracts pursuant to applicable Google policies and procedures. (Google Confidential)

Google

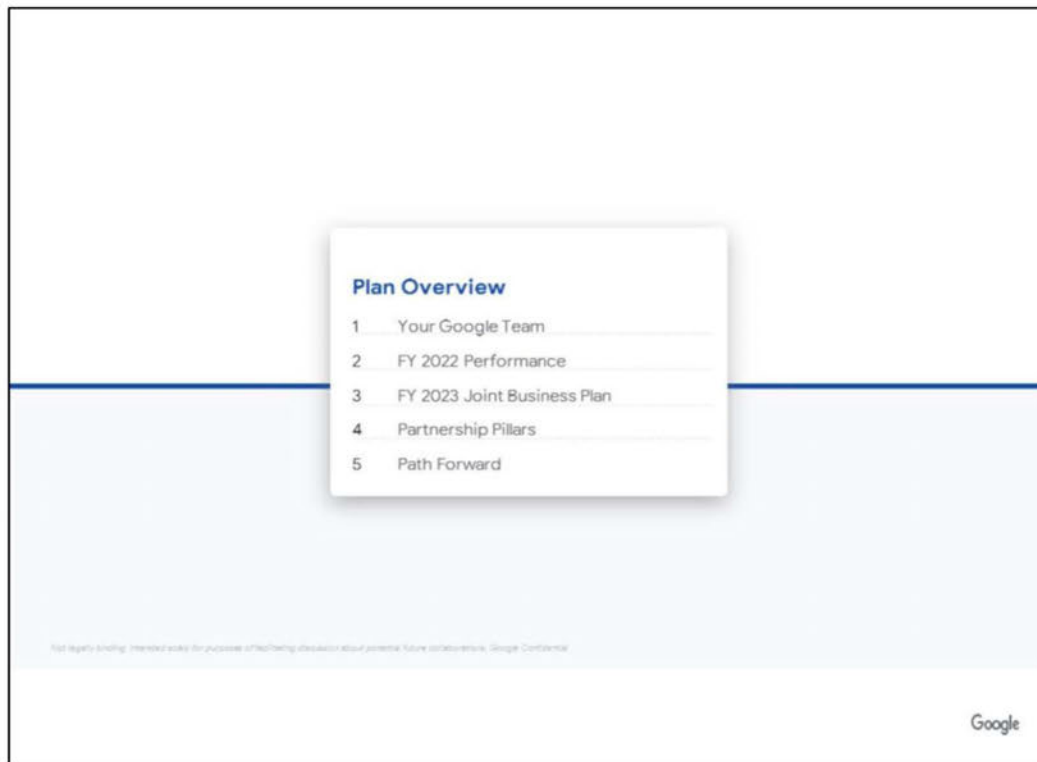
## Complimentary Deal Frameworks



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Id	Date	Text
1	02/24/2023 15:43:15	Verify with Deals Lead if this slide needs to change as DVIPs integrate with OYTD





The People  
Your Google Team

**TEAM**  
Core Team


  
**Nick Meade**  
Interim head of industry


  
**Jill Dozier**  
Senior Account Executive


  
**Oliver Hart**  
Senior Account Manager


  
**Christine Wagner**  
Analytics Lead


**TEAM**  
Partner Team


  
**Sam Franklin**  
Senior Programmatic Account Executive

  
**William Nham**  
Programmatic Account Manager

  
**Jackson O'Gorman-Bean**  
Search Performance Lead

  
**Aaron Abaribe**  
Search Ads 360 Lead

  
**Juli Fu**  
Commerce Account Manager

  
**Christian Thomas**  
Social Enablement Lead

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Video Completion Rate:

2022: [REDACTED]  
2021: [REDACTED]  
([REDACTED] YoY)

Overall Impression CPM

2022: [REDACTED]  
2021: [REDACTED]

Overall ROAS

Consumer

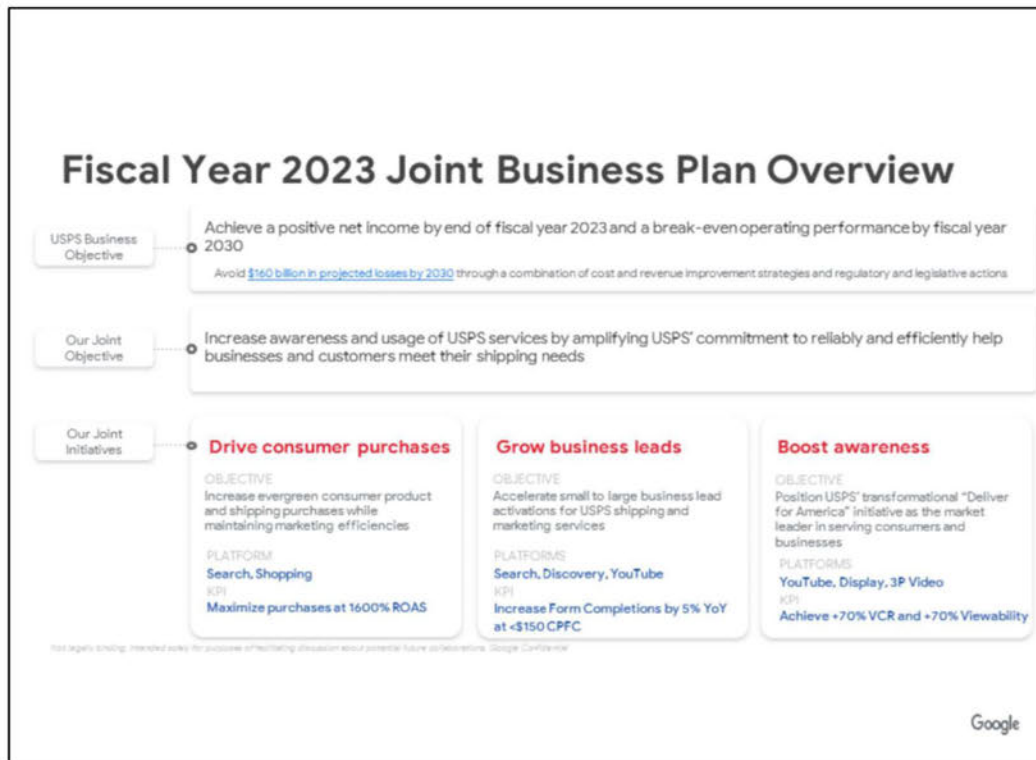
2022: [REDACTED]  
2021: [REDACTED]  
Rev Down [REDACTED]

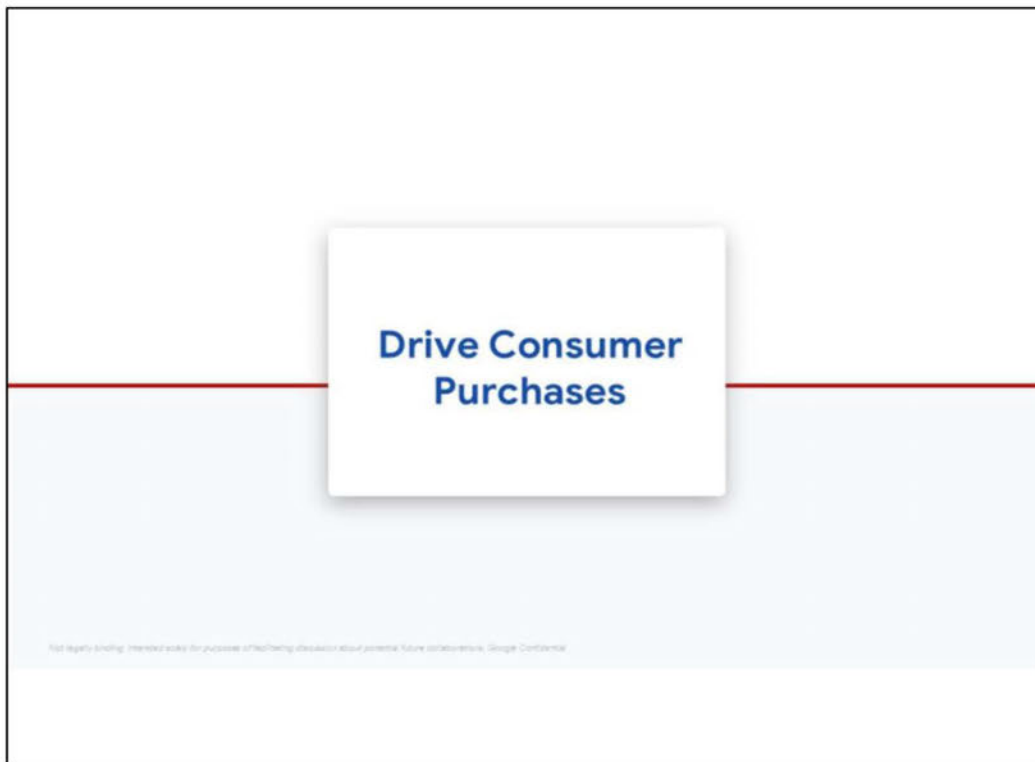
Stamps

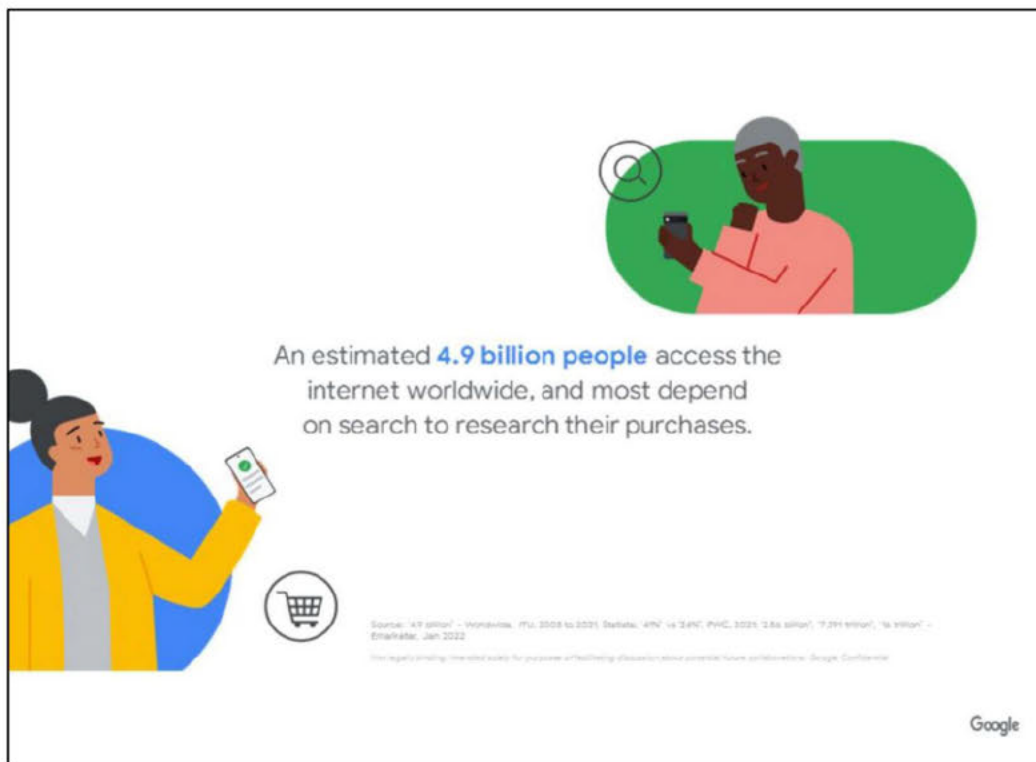
2022: [REDACTED]  
2021: [REDACTED]  
Rev UP [REDACTED]

Overall 2022: [REDACTED]





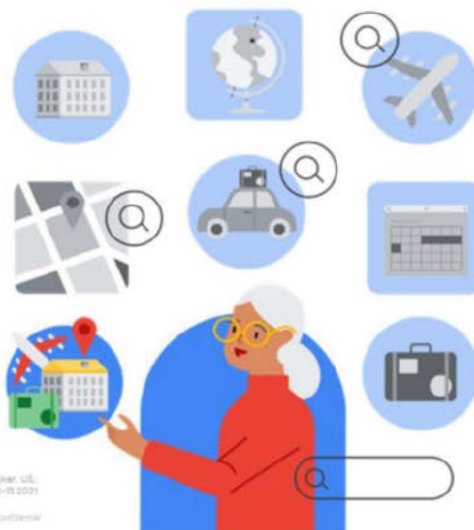




It takes people an average of 8 searches to complete complex tasks

People are turning to Search to meet their daily needs at a faster pace than before, and throughout the consumer journey. Now, there are even more opportunities to meet consumer demand.

But capturing the Search opportunity means navigating complexities and meeting consumer expectations-- our automation solutions can help.



Source: "8 searches" - Google Internal Data, 2021; "Top 500" - Google commissioned; 80% COVID-19 tracker; US, CA, UK, FR, DE, IT, AU, JP, BR, IN, CN, SE, SK, ES, ZA, KR; 14x1000 online consumers; 80+ per market; Sept 10-15 2021

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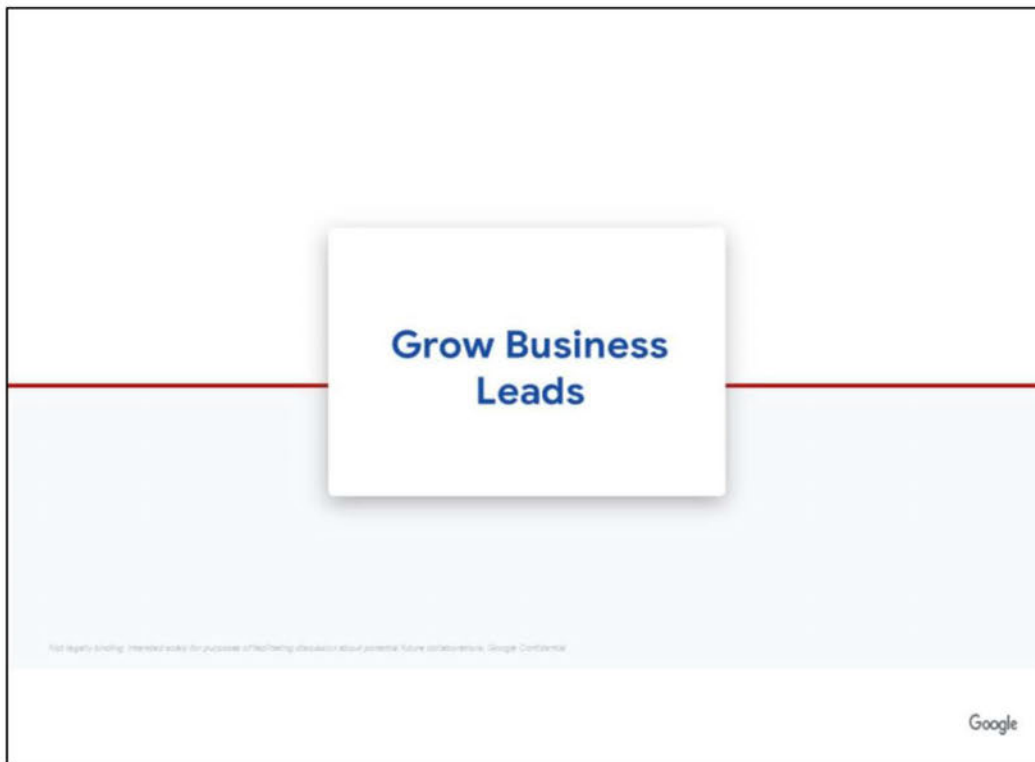
Google

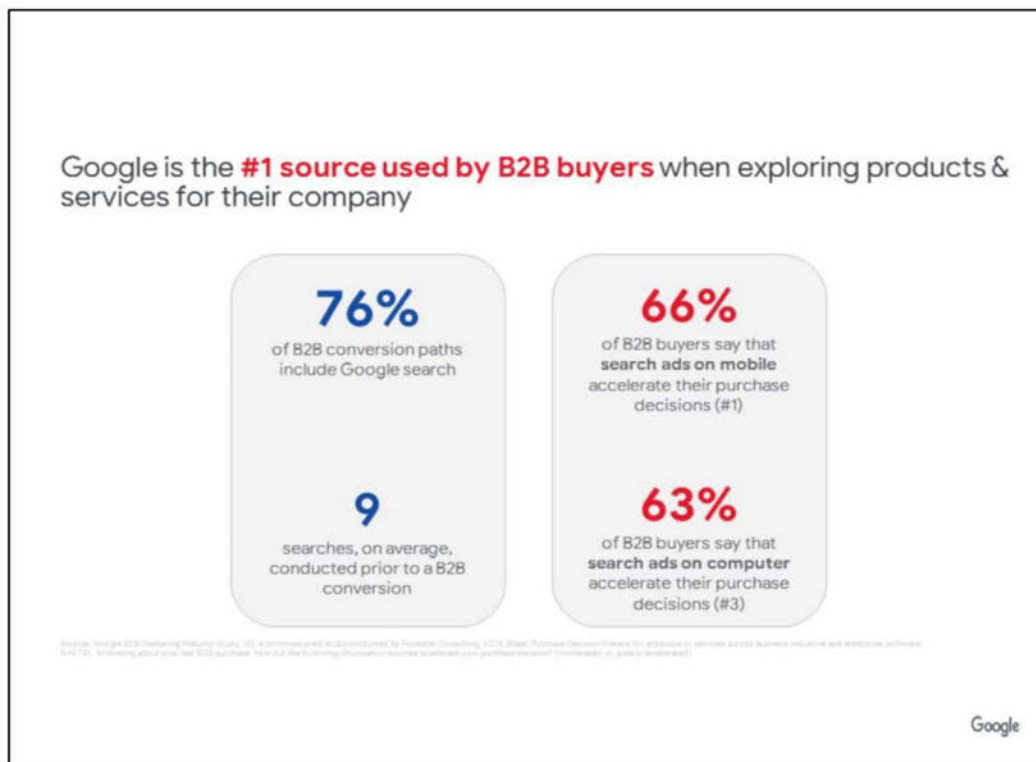
<div> <div>DRIVE CONSUMER PURCHASES</div> <div>Increase evergreen consumer product and shipping purchases while maintaining marketing efficiencies</div> <div>KPI: Maximize purchases at 1600% ROAS</div> </div>					
GOAL	RECOMMENDED ACTIONS	GOOGLE OWNERS	UM / MATTERKIND OWNER	TIME (FY)	STATUS
Supercharge search performance	Rollout Broad Match across all accounts	Jackson O'Gorman-Bean	Heena Mainjani	AMJ	●
	Creative Excellence workshop to uncover RSA and ad strength opportunities	Jackson O'Gorman-Bean	Heena Mainjani	JAS	●
	Leverage deeper measurement + advanced AI bidding to grow USPS search performance profitability	Jackson O'Gorman-Bean, Christine Wagner	Kyle Vaughn	AMJ	●
	Perform campaign consolidation audit to unlock long term account efficiencies	Jackson O'Gorman-Bean	Kyle Vaughn	AMJ	●
	Migrate to new SA360 experience to maximize platform returns	Aaron Abarba	Kyle Vaughn	AMJ	●
Grow consumer purchases via shopping	Roadmap shopping strategy to improve performance and reduce seasonality roadblocks	Jul Fu, Oliver Hart	Kyle Vaughn	AMJ	●
Multiply returns by testing new formats	Plan and upgrade to Performance Max with Feeds	Aaron Arba, Jul Fu	Kyle Vaughn	JAS	●

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Are they running on traditional channels, can we measure success off of BLS, Search?



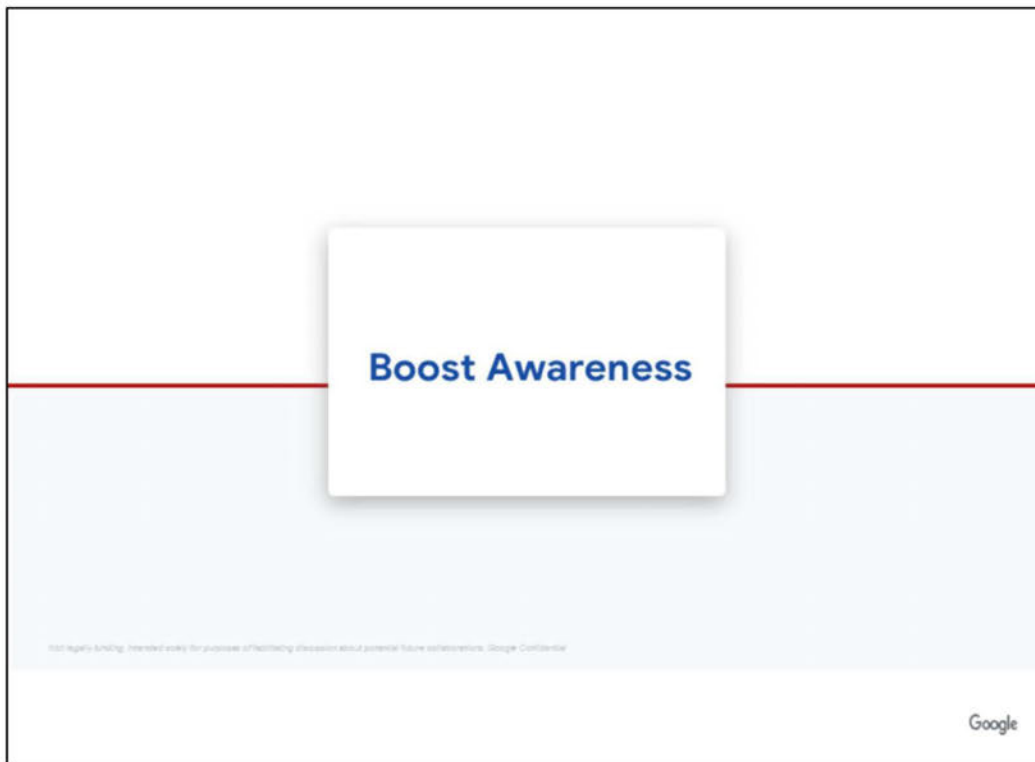


<div> <b>GROW BUSINESS LEADS</b>                      Accelerate small to large business lead activations for USPS shipping and marketing services                      KPI: Increase Form Completions by 5% YoY at &lt;\$150 CPFC                 </div>					
GOAL	RECOMMENDED ACTIONS	GOOGLE OWNERS	UM / MATTER/IND OWNERS	TIME (FY)	STATUS
Supercharge search performance	Rollout Broad Match across all accounts	Jackson O'Doman-Bean	Heena Mainjani	AMJ	●
	Creative Excellence workshop to uncover RSA and ad strength opportunities	Jackson O'Doman-Bean	Heena Mainjani	JAS	●
	Leverage deeper measurement - advanced AI bidding to grow USPS search performance profitability	Jackson O'Doman-Bean, Christine Wagner	Kyle Vaughn	AMJ	●
	Perform campaign consolidation audit to unlock long term account efficiencies	Jackson O'Doman-Bean	Kyle Vaughn	AMJ	●
	Search audience audit to increase efficiencies	Oliver Hart	Heena Mainjani	JAS	●
Expand business engagements	Launch Lead Form Ads on Search and Discovery	Christian Thomas, Oliver Hart	Kyle Vaughn	AMJ	●
	Test Video Action campaigns to drive more customers to website lead form via YouTube	Wit Nam, Oliver Hart	Joseph Quarle	JAS	●
	Roadmap and launch Performance Max for LeadGen test	Aaron Arba, Oliver Hart	Kyle Vaughn	JAS	●
Increase long-term lead value	Create customer value roadmap with USPS client team to identify higher value lead signals	Christine Wagner	Jessy Baron	JAS	●
	Improve value based bidding by importing signals of higher lead quality into search campaigns	Jackson O'Doman-Bean, Aaron Arba	Kyle Vaughn	OND	●

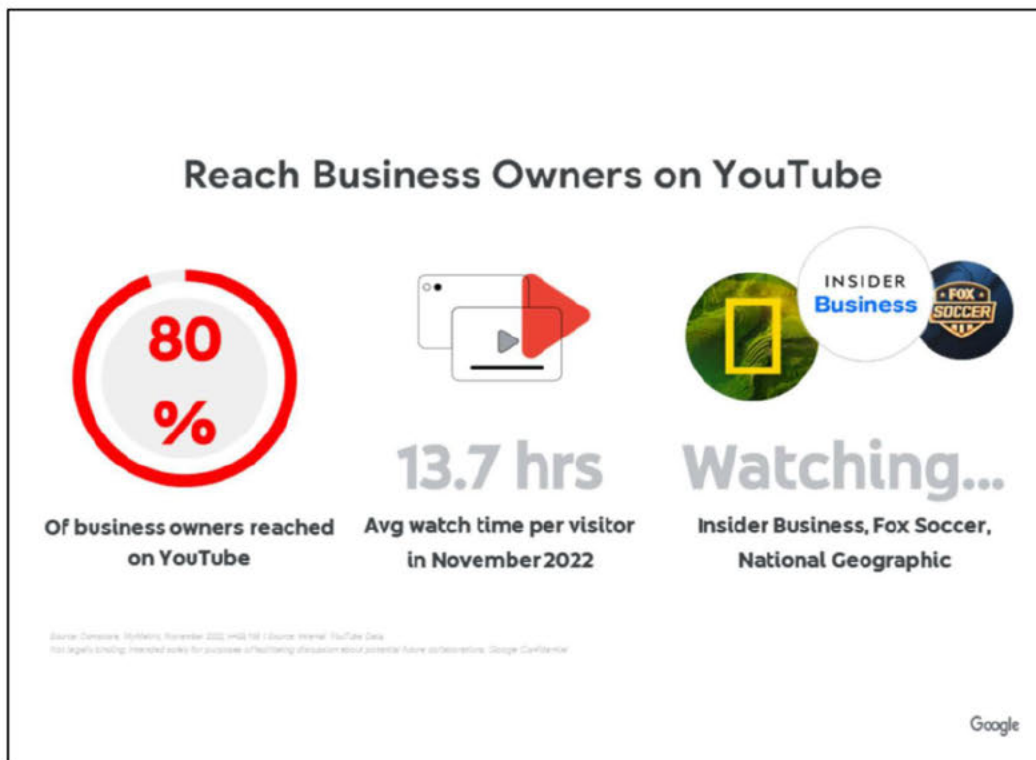
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**Leverage insights from go/G&A-insights**  
**Stop by SDM Office Hours if you have any questions or need custom insights!**

<div> <div>BOOST AWARENESS</div> <div>Increase awareness of USPS' "Deliver for America" initiative to better serve the shipping needs of consumers and businesses</div> <div>KPI: Achieve +70% VCR and +70% Viewability</div> </div>					
GOAL	RECOMMENDED ACTIONS	GOOGLE OWNERS	UM / MATTERKIND OWNERS	TIME (FY)	STATUS
Expand audience reach	Audit current audience strategy to identify expansion opportunities for general mail and hispanic audience	WB team	Joseph Quashie, Gab Scarpa	JAS	<div></div>
	Expand Discovery Image and video asset coverage to improve performance	Oliver Hart	Heena Mathrani	AMJ	<div></div>
	Test additional YouTube formats & 3P CTV inventories to better reach niche audiences	WB team	Joseph Quashie	OND	<div></div>
Maximize campaign efficiencies	Unlock media efficiencies and cost savings via USPS audience unification strategy	Sam Francis	Gab Scarpa, Joseph Quashie	JAS	<div></div>
	Launch Brand Lift and Search Lift reporting to better understand YouTube campaign impact and improve optimizations	Christine Wagner	Eric Goldberger	JAS	<div></div>



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## Adopting the Four Core Durable Solutions

### Building the Foundation of Strategy with Privacy Safe Initiatives

OPTIMIZATION	OBJECTIVE	STATUS	GOOGLE OWNERS	UM / MATTERKIND OWNERS
Enhanced Attribution (Search + YT in DV360)	Preserve <b>conversion measurement</b> when cookies are not available, allowing for more accurate media attribution  Next: Enable floodlight tag for enhanced attribution in DV360		Christine Wagner, Aaron Abaribe, William Nham	Arielle Garcia, Kyle Vaughn, Gab Scarpa
GA4 Source of Truth (Analytics 360)	The future of <b>GA360</b> and a <b>privacy-first platform</b> , bringing major value-add capabilities  Next: Link Google Ads account to import GA360 data into Google Ads for conversion bidding and audience creation		Christine Wagner, Anthony Altman	Arielle Garcia, Eric Goldberger
Optimized Targeting (Ads + DV360)	Increase delivery by ~20% and perform at the same, or <b>better than the existing, campaign performance</b> , through expanding beyond the selected audience  Next: Revisit upon DV360 optimized targeting rollout		Sam Franklin, William Nham	Gab Scarpa, Joseph Quashie

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## Delivering Value for USPS

### Strategic Value Adds

- **Search Headroom Dashboard**  
Daily monitoring of search campaign opportunities
- **Industry Insights**  
Ongoing consumer behavior and platform insights
- **Programmatic Attribution Lab**  
Drive adoption of Data Driven model within Google Marketing Platform
- **Access to Google industry events**  
Consideration for US government forums and annual Google events

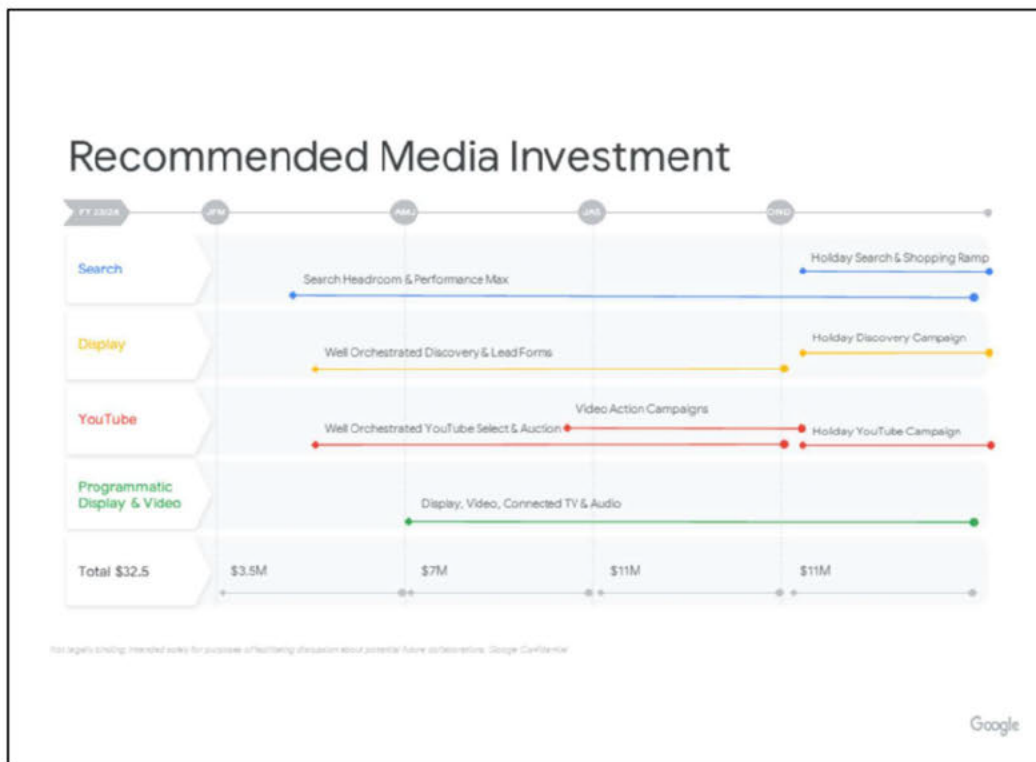
### UM / Matterkind Aligned Tasks

- **Access to Google channel MMM performance**  
Regular directional updates on YouTube, Search and other Google performance within UM's MMM to better inform product strategies
- **Ongoing feedback**  
To improve Google products and recommendations
- **Openness to Experimentation**  
Align on key testing opportunities to drive forward search and video initiatives and maximize effectiveness

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● [go/SVAtool](https://go/SVAtool)



Don't break down investment recommendations by product  
 Breakout governance plan separately  
 Need to highlight owners within each activation milestone

Placeholders for the \$ amounts on both this and the next slide are only in the grey bottom row (total), which is fine. There should be no amounts in the individual product sections (and the template does not include placeholders for such amounts).

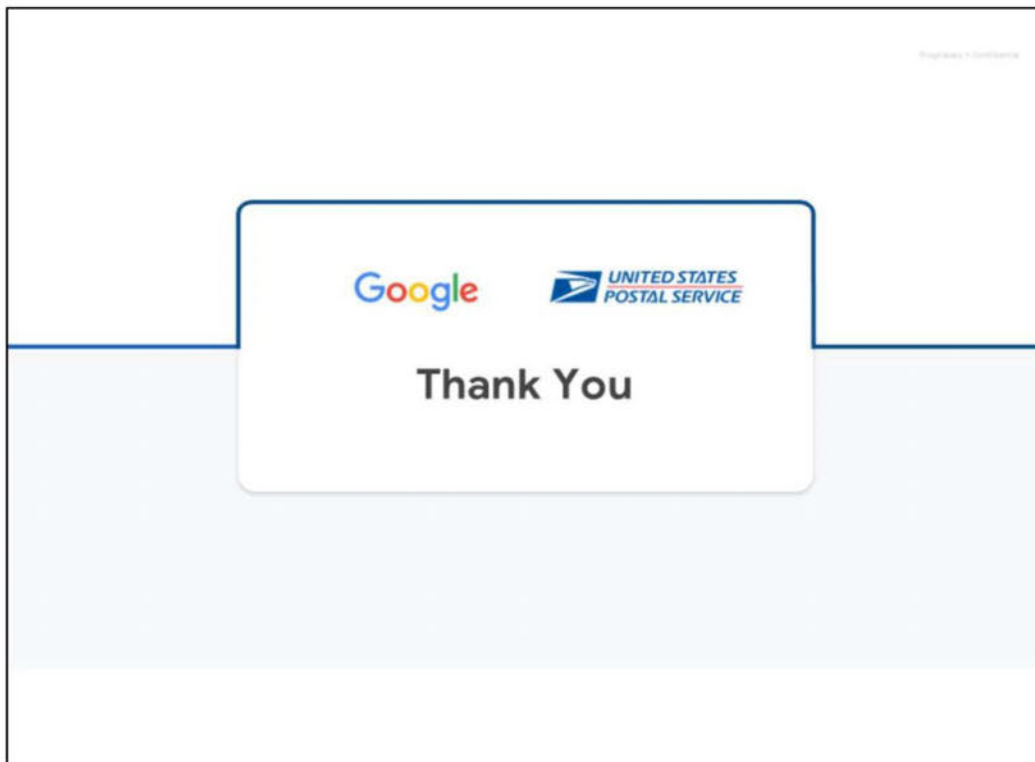
## Governance

Meeting	Objective	Client Team	Google Team	Frequency
Executive Sponsorship	Align on key business priorities and review partnership progress	Jayson Baron Nicole Torres	Jill Dozier Sam Franklin	2x
Stakeholder Reviews	Quarterly roundtable to review JBP progress & activation/KPI trackers. Held 2-3 weeks prior to following quarter	Kyle Vaughn Gab Scarpa Joseph Quashie	Jill Dozier Sam Franklin Oliver Hart Christine Wagner	4x

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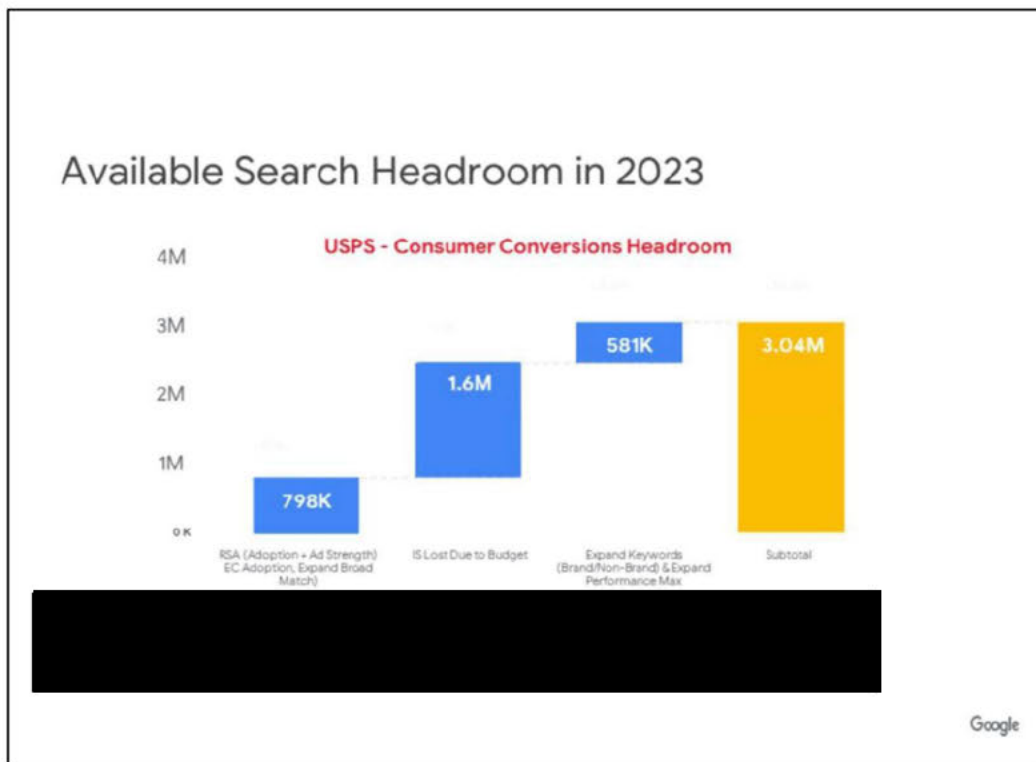
Google





## Appendix

Google



<https://docs.google.com/spreadsheets/d/1oqpTugxmnab7TgNUCIHTIU-INxe7gLPcG9EfRUf1w1A/edit?resourcekey=0-JagcHoheHH68gVS562GiJQ#gid=26173645>

